

NOTE FOR THE RECORD

28 June 1967 - Per Mr. action on DD/S's STAT

9 June memo has been taken although a
formal reply has not been received.

STAT Messrs. are to serve.

(For related paper, see DD/S 67-5560.)

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DD/S 67-2983

9 JUN 1967

DD/S 67-2983

FILE Training
1967

MEMORANDUM FOR: Director of Personnel
Director of Training

SUBJECT : DD/S Training Committee

1. As the result of recent discussions concerning OTR training course objectives and course content to achieve those objectives I have decided to establish a DD/S standing committee to establish objectives for training programs, courses and activities of direct interest to the Support Directorate. In general terms the committee should establish for the approval of the DD/S those objectives in OTR training programs that the DD/S seeks to provide to Agency personnel. The committee will be expected to make periodic reports with appropriate recommendations on these matters including the adequacy with which these objectives are being achieved.

2. It is my thought that the committee should be comprised of two permanent members, one from each of your Offices, plus additional rotating or temporary members selected from other Support Offices on the basis of the particular matters under consideration at the time.

3. I would appreciate having each of you nominate an appropriate senior member of your Office who can serve at least during the next 12 months as a permanent member of the DD/S Training Committee. Such service will, of course, be in addition to his regularly assigned duties.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

AEO-DD/S:WFV:ews (7 June 67)

REWRITTEN Retyped:DD/S:RLB:ksd (9 June 67)

Distribution:

Orig - D/Pers

1 - DTR

X - DD/S Subject

1 - DD/S Chrono

MEMORANDUM FOR: ~~Director of Personnel~~
~~Director of Training~~

SUBJECT : DD/S Training Committee

1. I have approved the suggestion that a standing committee be established to examine and monitor on a continuing basis those training programs, courses, and activities in the Agency of direct interest to the Support Directorate. The Committee will be expected to make periodic reports, with appropriate recommendations, to me concerning objectives established for various Support training programs and courses, the adequacy with which these objectives are being met, and other related matters.

2. It is my thought that the committee should be comprised of two permanent members, one from each of your Offices, plus additional rotating or temporary members selected from other Support Offices on the basis of the particular matters under consideration at the time.

3. I would appreciate having each of you nominate an appropriate senior member of your Office who can serve at least during the next 12 months as a permanent member of the DD/S Training Committee. Such service will, of course, be in addition to his regularly assigned duties.

R. L. Bannerman
Deputy Director
for Support

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DRAFT:RLB (9 June 67)

DD/S 67-2983

MEMORANDUM FOR: Director of Personnel
Director of Training

SUBJECT : DD/S Training Committee

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One result of the ISSG study of the past 12 months comes through with pristine clarity--the vital role of clearly stated, specific and measurable training objectives. Almost without exception the OTR courses which [] and I surveyed, and he attended, based their content on course descriptions but lacked course training objectives. There is a vital difference between the two terms. The former is teacher oriented; the latter, student oriented. And only through application of the latter can the teacher determine to what extent the student has learned to master those skills or concepts which are required student performance on his headquarters desk or overseas assignment.

We have made recommendations elsewhere on how to remedy this situation but even though these recommendations be implemented, there is an important first step to consider, namely, who should be responsible for determining the content of OTR courses on which training objectives are then based? Generally speaking the universities and colleges of the U. S. have one answer to this question; U. S. government training departments have a diametrically opposite answer. Academic and department Deans, faculty committees, and on occasion the university President make the decision as to the content of courses. The content of government training courses on the other hand is, or should be, determined by the consumer, or in our case by the supervisor.

Over the years this question has been straddled by CIA management. Various attempts have been made periodically by OTR to bring the consumer into content formulation of OTR courses. Policies have been stated, committees established and some results achieved. But by and large, sooner or later, the consumer has been content to delegate the responsibility to OTR.

I contend that this action by default is unfair to OTR. Neither the OTR career instructor nor individual non-OTR instructors on rotation to OTR are qualified to determine precisely what course content the consumers want. Each may have an opinion based on his own specialized experience but neither he nor his faculty confreres can speak for all CIA consumers.

Obviously all supervisors cannot be formed into a committee to determine OTR course content on a continuing basis but I recommend once again that another attempt be made to establish a Training Objectives Staff committee composed of qualified representatives from the four deputy directorates. Because of the overlapping content of more than one directorate in many OTR courses I suggest that this TOS be chaired by a representative of the Executive Director's staff and report to the Executive Director.

Membership of the Committee would consist of:

A representative of Ex. Dir. -- Chairman
One (or more) representative DDS Member
One (or more) representative DDP Member
One (or more) representative DDI Member
One (or more) representative DDS&T Member
DDTR Advisor

The qualifications of the TOS members are of vital importance.

They must have:

- (a) the complete confidence and backing of their DD's
- (b) maturity and wide variety of assignment experience
within their directorates
- (c) either course content knowledge themselves or the
ability to extract it from specialists within their
directorates
- (d) time away from other duties to devote to the activities
of the TOS. (I suggest not less than one week a month.)

The functions of the TOS, as is customary with staff activities elsewhere, would be advisory in nature but their recommendations if approved by the Ex. Dir. would become mandatory.

These functions would be to determine:

- (a) what courses should be taught to CIA students
- (b) what courses should be taught by CIA training offices
and what courses should be taught outside CIA
- (c) what is the appropriate course content of all CIA
taught courses on a continuing basis.

Stenographic and record-keeping services will be provided from the Office of the Ex. Dir. Matthew Baird will be pleased to serve the Staff as non-voting Secretary or as a Consultant.

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